

21st Century Regional Planning Tool Kit



**Creating the 21st Century Workforce:
Developing Coordinated Regional Strategies**



Table of Contents

Introduction	3
Table A-2 21 st Century Workforce Initiative Summary Graphic.....	5
Section 1: 21 st Century Workforce Planning Regions	
Map	6
Contact Lists:	
Regional/Business Liaisons	8
Technical Assistance.....	15
Contractors.....	16
Bureau of Workforce Programs – Policy Issuance 06-07.....	17
Section 2: 21 st Century Workforce Communication/Marketing Material	
Fact Sheet.....	26
Talking Points	28
Original News Release.....	31
Logo Style Guidelines.....	34
Section 3: Resourcing	
Sector Mapping	37
Asset Mapping	40
Section 4: Technical Assistance	
Labor Market Information	43
Rapid Layoff Response.....	47
“Surviving to Thriving”.....	50
Michigan Manufacturing Technology Center.....	51
U of M Economic Recovery Programs.....	53
Business Solutions Professional Training –	
South Central Michigan Works!/Michigan State University.....	55
Index	
Websites.....	57
Acronyms.....	59

Introduction

The overarching goal of the 21st Century Workforce Initiative is to build stronger regional economies through the successful transformation of our state into a 21st Century global economy. We are making strides to change how we think, work and act in the State of Michigan. We are taking bold steps to transform our communities, companies, and ourselves. We are working collaboratively with state agencies, businesses, unions, and local leaders to build a workforce that embraces innovation, supports the development of new industries, and strengthens our state's economy.

Leaders and opinion shapers across the state have convened to create 13 regions to coordinate efforts addressing immediate workforce needs, specifically to:

- *Prevent* Michigan's traditional industries and jobs from leaving the state by adopting a *surviving to thriving* strategy.
- *Support* community-led efforts to address plant closings and lay-offs through the development of strategies that link workforce and economic development.
- *Create* regional workforce development teams to implement these strategies and make a successful transition to new markets, new jobs, and talent development.

This regional strategy development reflects the active participation of representatives of workforce development, education, private sector, community, economic development, and local government organizations.

Through this systematic, coordinated approach, regions will better identify opportunities to align resources with regional priorities, and will position themselves to receive federal and state resources in the future. Creating a 21st Century Workforce entails developing an efficient strategic plan encompassing four essential aspects:

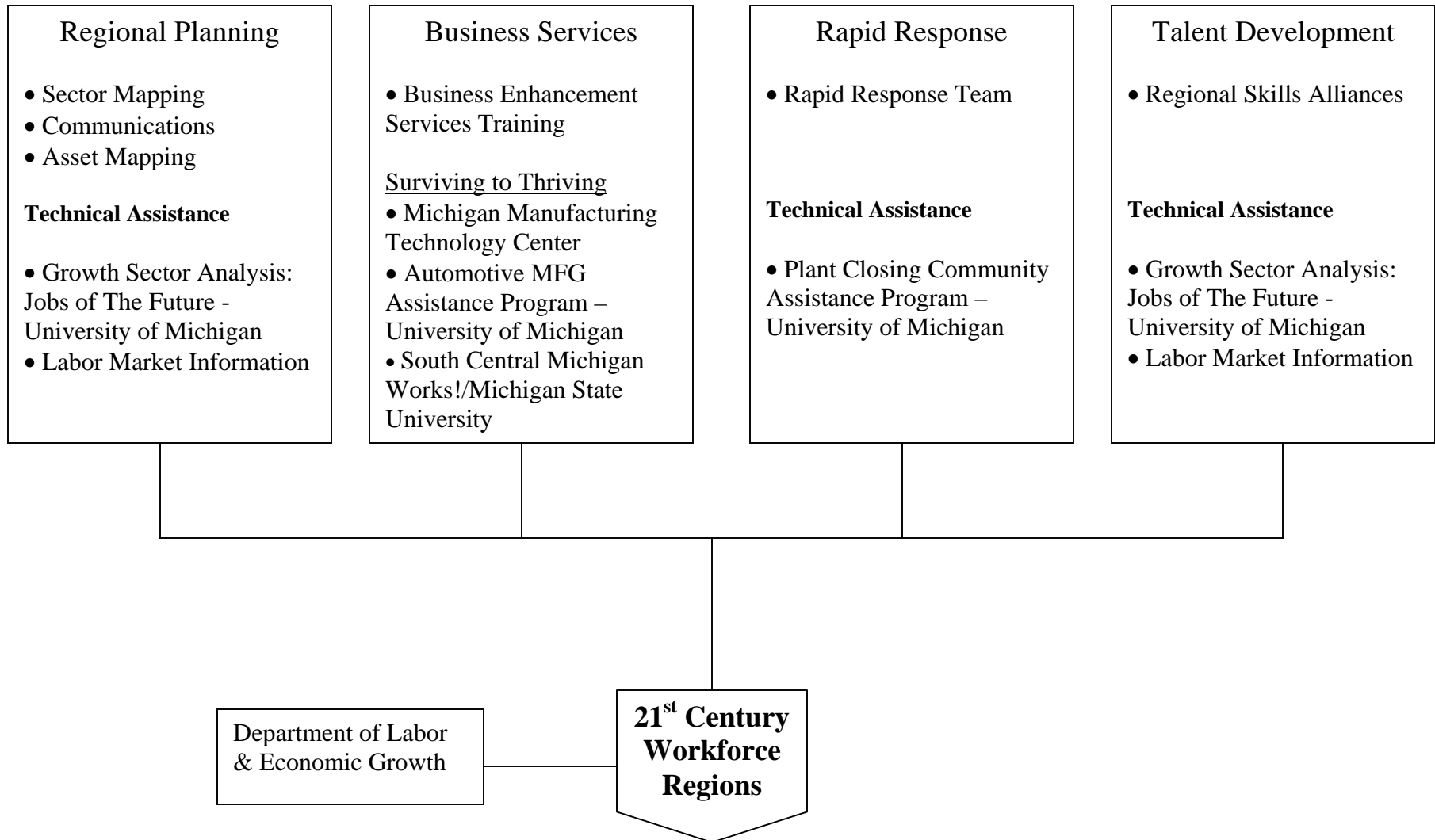
- **Planning** – This involves the development of a communication and action plan, supported by key factors of sector and asset mapping, compilation of relevant statistical and employer data, and regional outlook.
- **Business Services** – Utilizing the Business Solutions Professional training in developing and enhancing relationships with businesses in the region.
- **Rapid Response** – Tapping into the technical assistance offered through the Department of Labor & Economic Growth (DLEG) to develop a rapid, efficient response to potential and existing workforce crisis.
- **Talent development** – Creating a prepared and skilled workforce to address current, as well as future, employer personnel needs.

There is substantial technical assistance available to guide each region successfully from being a *surviving* economy to a *thriving* economy. These partners include:

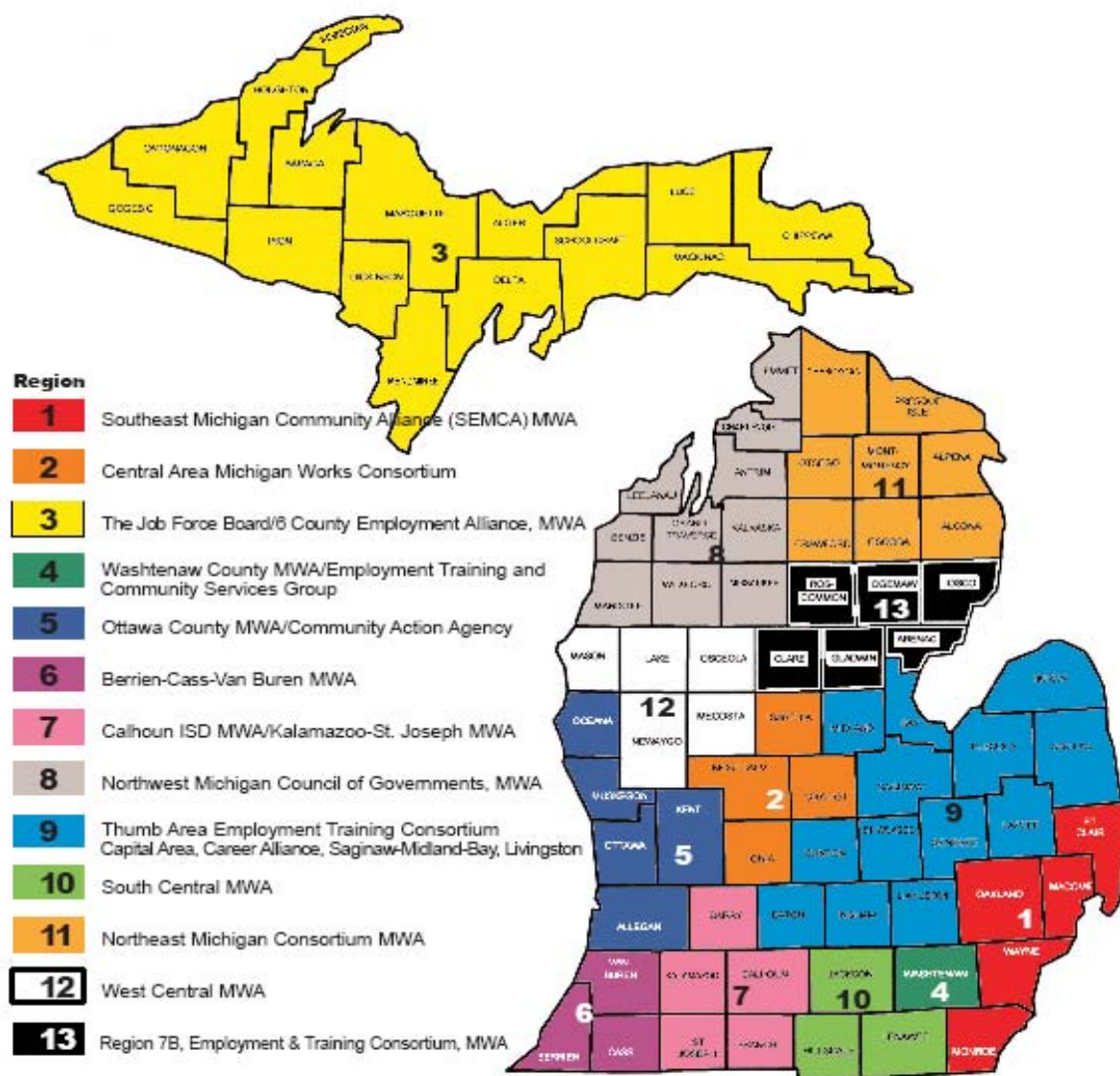
- Business Solutions Professional (BSP) training. This training prepares the business liaisons for developing and maintaining productive relationships with employers with the intent of preserving business and economic opportunities in the region.
- Michigan Manufacturing Technology Center (MMTC) offers assistance to businesses wanting to improve their efficiency and prevent production and employee loss.
- University of Michigan offers three unique programs aimed at strengthening and improving struggling manufacturing businesses, identifying future job growth, and assisting the community after a business closing.
- Labor Market Information (LMI) and Strategic Initiatives are able to provide detailed, individualized statistical data for each region, as well as industry forecasting and comparisons.
- Rapid Response serves as the recipient of plant closing/mass layoff notices required under the federal Worker Adjustment Retraining Notification (WARN) Act, relaying this information to each region as well as supplying support and transition services.

The goal of this tool kit is to offer pertinent information on the objectives of the 21st Century Workforce Initiative as well as providing essential technical assistance and resources.

21st Century Workforce Summary Graphic



Creating a 21st Century Workforce Planning Regions



CONTACT INFORMATION

21st Century Workforce Initiative Regional Liaisons

REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 1 SEMCA	<p>Southeast Michigan Community Alliance Michigan Works! 25363 Eureka Road Taylor, Michigan 48180</p> <p>Susan Corey Manager of Workforce Development (734) 229-3515 susanc@semca.org</p> <p>Tamara Norrix Executive Assistant (734) 229-3549 tamaran@semca.org</p>	<p>Susan Corey (734) 229-3515 susanc@semca.org</p>	<p>Ben Mason (517) 241-8594 masonb@michigan.org</p> <p>Larry Gormezano (517) 241-8409 gormezanoL7@michigan.org</p> <p>Jeffrey Sand (517) 241-4643 sandj@michigan.org</p> <p>Jerome Katz (517) 241-9464 katzj@michigan.org</p> <p>Frank Ferro (517) 335-5552 ferrof@michigan.org</p>
<i>Counties:</i>	Macomb, Monroe, Oakland, St. Clair, Wayne		
<i>Partners</i>	SEMCA Michigan Works! Agency Detroit Michigan Works! Agency Macomb/St. Clair Michigan Works! Agency Oakland Michigan Works! Agency		
REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 2 CAMW	<p>Central Area Michigan Works! 904 Oak Drive, Turk Lake P.O. Box 368 Greenville, Michigan 48838</p> <p>John VanNieuwenhuyzen President (616) 754-9315 johnvan@8cap.org</p>	<p>John VanNieuwenhuyzen (616) 754-9315 johnvan@8cap.org</p> <p>Janet Bloomfield (616) 754-9315 Ext. 3337 janetb@8cap.org</p>	<p>Montcalm/Ionia Bill Kratz (517) 373-9121 kratzw@michigan.org</p> <p>Gratiot/Isabella Blenda Flory (517) 241-1666 floryb@mmichigan.org</p>
<i>Counties:</i>	Gratiot, Ionia, Isabella, Montcalm		
<i>Partners:</i>	Central Area Michigan Works! Consortium		

REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 3 Michigan Works! The Job Force Board/Six County Employment Alliance	Michigan Works! The Job Force Board/Six County Employment Alliance 2950 College Avenue Escanaba, Michigan 49829 Orrin E. Bailey Director (906) 789-0558 orrin@jobforce.org	Holly Peoples (906) 789-0559 Ext. 215 hpeoples@jobforce.org	Cathi R. Cole (517) 373-9307 (906) 485-0251 colec@michigan.org
<i>Counties:</i>	Alger, Baraga, Chippewa, Delta, Dickinson, Iron, Keweenaw, Luce, Mackinac, Marquette, Menominee, Schoolcraft		
<i>Partners:</i>	Michigan Works! The Job Force Board Eastern UP Michigan Works! Agency Western UP Michigan Works! Agency		
REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 4 MEGA P	Washtenaw County Michigan Works!/Employment Training & Community Services Group 555 Towner Street P.O. Box 915 Ypsilanti, Michigan 48197-0915 Jenny Bivens (734) 544-2949 bivensj@ewashtenaw.org	Jenny Bivens (734) 544-2949 bivensj@ewashtenaw.org Colleen Mallory (734) 481-2517 malloryc@ewashtenaw.org Dorian Holbrook (734) 481-2517 holbrookd@ewashtenaw.org	Larry Gormezano (517) 241-8409 gormezanol7@michigan.org Karen Lee (517) 373-6255 leek@michigan.org
<i>Counties:</i>	Washtenaw		
<i>Partners:</i>	Washtenaw County Michigan Works! Agency		

REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 5 West Michigan Regional Planning Initiative	Ottawa County Michigan Works! 12251 James Street, Suite 300 Holland, Michigan 49424 William Raymond Director 12251 James Street Suite 300 Holland, Michigan 49424	Erin Kauth (616) 393-5614 ekauth@co.ottawa.mi.us Erin Kauth Interim Director (616) 393-5614 ekauth@co.ottawa.mi.us	Ed Reed (517) 373-6204 reedc@michigan.gov
<i>Counties:</i>	Allegan, Kent, Muskegon, Oceana, Ottawa		
<i>Partners:</i>	Ottawa County Michigan Works! Agency Muskegon-Oceana Michigan Works! Consortium Area Community Services Employment and Training (ACSET) Council		
REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 6 MW BCVB	Michigan Works! Berrien-Cass-Van Buren 499 West Main Street Benton Harbor, Michigan 49022 Todd Gustafson Director (269) 927-1064 tgustafson@miworks.org	Dayna Kozminski (269) 927-1064 Cell: (269) 921-1106 Kozminskid@miworks.org	Calli Berg (269) 325-6633 bergc@michigan.gov
<i>Counties:</i>	Berrien, Cass, Van Buren		
<i>Partners:</i>	Michigan Works! Berrien-Cass-Van Buren		

REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 7 Kalamazoo-St. Joseph Michigan Works! Agency and Calhoun Intermediate School District MWA	Kalamazoo-St. Joseph Michigan Works 222 South Washington Avenue Kalamazoo, Michigan 49007-4628 Robert Straits Director (269) 349-1533 straits@upjohninstitute.org	Elaine Furu-Baker Barry/Branch/Calhoun (269) 789-2409 furubake@calhounisd.org Suprotik Stotz-Ghosh (269) 348-1533 stotz-ghosh@upjohninstitute.org	Karen Hinkle (517) 241-2157 hinklek@michigan.gov Kathleen White (517) 373-7723 Whitek1@michigan.gov Tom Tarleton (517) 335-2124 tarletont@michigan.gov
<i>Counties</i>	Barry, Branch, Calhoun, Kalamazoo, St. Joseph		
<i>Partners:</i>	Kalamazoo-St. Joseph Michigan Works! Agency Calhoun Intermediate School District MWA		
REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 8 NW Michigan	Northwest Michigan Council of Governments 2194 Dendrinis Drive P.O. Box 506 Traverse City, Michigan 49685-0506 Elaine Wood Deputy Director (231) 929-5000 ewood@nwm.cog.mi.us	Deb Vogel (231) 922-3700 dvogel@nwm.cog.mi.us	Lydia Murray (517) 323-4839 murrayl1@michigan.org
<i>Counties:</i>	Antrim, Benzie, Charlevoix, Emmet, Grand Traverse, Kalkaska, Leelanau, Manistee, Missaukee, Wexford		
<i>Partners:</i>	Northwest Michigan Council of Governments		

REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 9 Wi-Fi 5.0	Thumb Area Michigan Works! Employment Training Consortium 3270 Wilson Street Marlette, Michigan 48453 Marv Pichla Director (989) 635-3561 pichlam@thumbworks.org	Matt Hahn (810) 414-3000 mhahn@greatlakes.net	Thomas Young (517) 241-3896 young2@michigan.org Brenda Flory (517) 242-1666 floryb@michigan.org
<i>Counties:</i>	Bay, Clinton, Eaton,, Genesee, Huron, Ingham, Lapeer, Livingston, Midland, Saginaw, Sanilac, Shiawassee, Tuscola		
<i>Partners:</i>	Thumb Area Michigan Works! Agency Capital Area Michigan Works! Agency Career Alliance Michigan Works! Agency Saginaw-Midland-Bay Michigan Works! Agency Livingston Michigan Works! Agency		
REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 10 SCMW	South Central Michigan Works! 310 West Bacon Street Hillsdale, Michigan 49242 Christine Quinn President (517) 437-0990, Ext. 108 cquinn@scmw.org	Jim Lautenschleger Cell: (269) 501-1486 jlauten@scmw.org Jackson County Steven Morrison (517) 782-8114 Cell: (517) 937-5378 Lenawee County Jack Townsley (517) 266-5627 Cell: (517) 937-5380 jtownsley@scmw.org Hillsdale County Ron Rose (517) 437-3381 Cell: (269) 251-6603 rose@scmw.org	Tracy Freeman (517) 373-9135 Hillsdale, Jackson and Lenawee Counties freemant@michigan.org Frank Ferro (517) 335-5552 ferrof@michigan.org
<i>Counties:</i>	Hillsdale, Jackson, Lenawee		
<i>Partners:</i>	South Central Michigan Works! Agency		

REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 11 Northeast Michigan Consortium	Northeast Michigan Consortium 20709 State Street P.O. Box 711 Onaway, Michigan 49765 Kurt Ries Director (989) 733-8548, Ext 307 kurt@miworks-nemc.gen.mi.us	Laura Budreau (989) 732-3886 Laura@miworks-nemc.gen.mi.us	Lydia Murray (517) 930-4969 murrayl1@michigan.org
<i>Counties:</i>	Alcona, Alpena, Cheboygan, Crawford, Montmorency, Presque Isle, Oscoda, Otsego		
<i>Partners:</i>	Northeast Michigan Works! Consortium		
REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 12 Michigan Works! West Central	Michigan Works! West Central 110 Elm Street Big Rapids, Michigan 49307 Paul Griffith Executive Director (231) 796-4891, Ext. 11 pgriffith@michworkswc.org	Paul Griffith, (231) 796-4891 Ext. 11 pgriffith@michworkswc.org Michael Wyman (231) 796-4891 Ext. 13 mwyman@michworks.org	Bill Kratz (517) 373-9121 kratzw@michigan.org
<i>Counties:</i>	Lake, Mason, Mecosta, Newaygo, Osceola		
<i>Partners:</i>	Michigan Works! West Central		

REGION	CONVENER	MWA Business Representative	MEDC Account Representatives
Region 13 Michigan Works! Region 7B Employment and Training Consortium	Michigan Works! Region 7B Employment and Training Consortium 402 North First Street P.O. Box 408 Harrison, Michigan 48625 Mark Berdan Director (989) 539-2173 mberdan@michworks4u.org	Arenac County Gail Meger (989) 846-2111 gmeger@michworks4u.org Clare Junejoy Vielhaber (989) 539-2173 jvielhaber@michworks4u.org Gladwin Henry Miller (989) 426-8571 hmillerr@michworks4u.org Iosco Mike Pangborn (989) 362-6407 mpangborn@michworks4you.org Ogemaw Craig Buchoz (989) 345-1090 cbuchoz@michworks4u.org Roscommon Carmen Cook (989) 366-8660 Ccook@michworks4u.org	Brenda Flory (517) 241-1666 floryb@michigan.org Lydia Murray (517) 335-4839 murray11@michigan.org
<i>Counties:</i>	Arenac, Clare, Gladwin, Iosco, Ogemaw, Roscommon		
<i>Partners</i>	Michigan Works! Region 7B Employment and Training Consortium		

Technical Assistance Contact List

Region	LMI	Rapid Response	RSA
Region 1	Bruce Weaver	Ron Olesky	Loris Thomas
Region 2	Mark Reffitt	Julie Cokley	Sue Schaible
Region 3	Kathleen Salow	Maggie Sayles	Gwen Timmons
Region 4	Mark Reffitt	Maggie Sayles	Erin Riske, Lead; Loris Thomas
Region 5	Brian Waters	Lloyd Conway	Sue Schaible
Region 6	Leonidas Murembya	Lloyd Conway	Patty Vanaman
Region 7	Leonidas Murembya	Lloyd Conway	Patty Vanaman
Region 8	Kathleen Salow	Maggie Sayles	Erin Riske, Lead; Dawn Sweeney
Region 9	Jason Palmer; Mark Reffitt	Ron Olesky	Matt Shields, Lead; Rick Niedieck
Region 10	Leonidas Murembya	Lloyd Conway	Dawn Sweeney, Lead; Patty Vanaman
Region 11	Jason Palmer	Maggie Sayles	Sue Schaible
Region 12	Brian Waters	Maggie Sayles	Sue Schaible
Region 13	Jason Palmer	Maggie Sayles	Matt Shields

LMI	Jason Palmer	Palmerj2@michigan.gov	(989) 776-1508
LMI	Leonidas Murembya	MurembyaL@michigan.gov	(517) 841-5634
LMI	Mark Reffitt	Reffittm@michigan.gov	(517) 494-5550
LMI	Kathleen Salow	Salowk@michigan.gov	(906) 226- 4164
LMI	Bruce Weaver	Weaverb1@michigan.gov	(313) 456- 3091

RR	Julia Cokley	Cokleyj@michigan.gov	(517) 241-7721
RR	Lloyd Conway	ConwayL21@michigan.gov	(517) 241-3248
RR	Deborah Hennessey	hennesseyd@michigan.gov	(517) 335-1943
RR	Ron Olesky	OLESKYR@michigan.gov	(517) 335-7706
RR	Maggie Sayles	Saylesm1@michigan.gov	(517) 335-0686

RSA	Richard Niedieck (lead)	niedieckr@michigan.gov	(517) 241-3007
RSA	Erin Riske	RiskeE@michigan.gov	(517) 241-5993
RSA	Sue Schaible	Schaibles@michigan.gov	(517) 335-3325
RSA	Matt Shields	Shieldsm1@michigan.gov	(517) 335-0840
RSA	Dawn Sweeney (co-lead)	SweeneyD@michigan.gov	(517) 241-9942
RSA	Loris Thomas	Thomasl8@michigan.gov	(313) 456-3110
RSA	Gwen Timmons	Timmonsg@michigan.gov	(906) 228-3075 x 208
RSA	Patty Vanaman	VanamanP@michigan.gov	(269) 441-1500

General Contacts

BWP	Brenda Njiwaji	njiwajib@michigan.gov	(517) 335-1061
RSA	Vicki Enright	ENRIGHTV@michigan.gov	(517) 335-5859
RSA	Diana Carpenter	CarpenterD2@michigan.gov	(517) 335-5965

21st Century Contractors Contact Information

University of Michigan, Great Lakes Trade Adjustment Assistance Center

Lawrence Molnar, Director

kallen@umich.edu

University of Michigan

Business and Industrial Assistance Division

EDA University Center for Economic Diversification

506 E. Liberty, 3rd Floor

Ann Arbor, Michigan 48104

Phone: (734) 998-6239

Michigan Manufacturing Technology Center

Michael Coast, President mcoast@mmtc.org

Bruce Knapp, VP Operations bknapp@mmtc.org

Michael Vincent, Regional Sales Director myvincent@mmtc.org

Michigan Manufacturing Technology Center

47911 Halyard

Plymouth, Michigan 48170-2461

Phone: (888) 414-6682, ext 1111

Fax: (734) 451-4201

Business Enhancement Services Training

South Central Michigan Works

Christine Quinn, President cquinn@scmw.org

Jim Lautenschlagen, Business Solutions Officer jlauten@scmw.org

South Central Michigan Works!

310 W. Bacon Street

Hillsdale, Michigan 49242

Phone: (517) 437-0990

Fax: (517) 439-4388



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF LABOR & ECONOMIC GROWTH
LANSING

KEITH W. COOLEY
DIRECTOR

OFFICIAL

e-mailed to MWAs on 8/7/06 (cg)

Bureau of Workforce Programs (BWP)
Policy Issuance (PI): 06-07

Date: August 7, 2006

To: Michigan Works! Agency (MWA) Directors

From: Brenda C. Njiwaji, Director, Bureau of Workforce Programs **SIGNED**

Subject: Workforce Investment Act (WIA) Rapid Response Reserve Funding for Regional Economic and Workforce Development Planning (Creating the 21st Century Workforce: Coordinated Strategic Partnerships)

Programs Affected: WIA

Rescissions: None

References: The WIA of 1998
20 CFR Part 652 et al

Background: The WIA describes Statewide Rapid Response Activities that may be provided by the state or an entity designated by the state. The WIA Final Rules and Regulations expands the description of these activities to include the identification of strategies to avoid layoffs and the development of linkages with economic development activities at the federal, state, and local levels, including Federal Department of Commerce programs and available state and local business retention and recruitment activities.

The State of Michigan encourages regional strategic collaborations to meet the economic and workforce challenges facing the state. The purpose of this effort is to work with MWAs interested in providing regional leadership in the development and strengthening of regional strategies to address short-term and long-term needs of the state.

Policy:

MWAs who elect to participate in this initiative must develop a plan for the implementation of comprehensive regional strategies that will:

Create a unified approach to working with employers by incorporating the 21st Century Job Training Program and utilization of the “University of Michigan Skills Information” model with regional enhancements.

- Include the development of a regional rapid response database that will provide information to the State Rapid Response database.
- Include a well-defined rapid response process that utilizes the Rapid Response Planning Model. The regional process should be coordinated with state initiatives and technical support and incorporate a lay-off aversion component with the intent of minimizing plant closings and lay-offs.
- Identify regional assets and partnership resources by developing a resource map/inventory to examine how these assets can be coordinated and utilized to strengthen the region.
- Focus on developing, attracting, and retaining talent to build and support the 21st Century economy.
- Include a comprehensive regional communication plan that also coordinates with state communication activities.

MWAs will serve as the conveners of this effort. Partners should, at a minimum, include workforce board chairs and executive directors, community college and public university presidents or their designees, and K-12 superintendents or their designees. The inclusion of other regional partners is strongly encouraged. These can include, but are not limited to, economic and community development leaders, industry organizations, military base officials, major culture and arts organizations, early childhood education resource groups, multipurpose collaborative bodies, and other community-based organizations. Congressional offices and locally elected officials should be encouraged to participate. By inclusion of a broad range of stakeholders, the prospect for developing a successful coordinated regional strategy is enhanced. In addition to leveraging additional resources, this strategy will also improve prospects for future funding from federal sources.

The distribution of WIA Rapid Response funds for the project will be made on an accrual accounting cost reimbursement basis using the cash request form (OWD-12).

The budget form, Attachment #1, must be completed and submitted with the plan.

Regions consisting of multiple MWAs must designate a single grant recipient. An MWA in more than one regional consortium or alliance will only be entitled to a single amount up to \$50,000, not an amount up to \$50,000 multiplied by the number of regional consortia the MWA is participating in. Should the amount of the requests exceed available funding, the amount of each grant will be reduced proportionately. MWAs that are members of a Workforce Innovation in Regional Economic Development (WIRED) grant in Mid-Michigan or in Western Michigan who choose to work independently of WIRED in another arrangement should explain why the alternative approach is preferred.

The grant period for these funds is August 1, 2006, to June 30, 2007.

Local administrative expenditures are allowable, but not reported as a separate cost category. All expenditures are reported as Rapid Response Funding expenditures.

Procurement for service providers must be by competitive bidding in accordance with Office of Management and Budget Circulars A1-21, A1-122, and A87 as appropriate.

Carry-forward funding to successive program year is not permitted. All funding must be spent by June 30, 2007.

Quarterly fiscal expenditure and closeout reports will be submitted in accordance with the most recent instructions on WIA fiscal reporting. The Funding Source for these funds is “37” (WIA Rapid Response) and the “Fund Type” is “C” (21st Century Workforce).

An end-of-program narrative must be submitted to the BWP by June 30, 2007, covering the percentage of goals achieved, percentage of funding spent, noteworthy successes, problems encountered and resolutions (if any), and the prospects for regional collaboration beyond the termination of the grant.

The partnership must participate in state sponsored technical assistance events.

Action:

MWAs who elect to participate in the Rapid Response statewide regional economic and workforce planning initiative must submit a final strategic plan no later than October 31, 2006. Budget forms (attached) must be submitted in accordance with this policy issuance and within seven (7)

days from the date of this policy issuance. The MWA grant recipient designee must also submit an Approval Request Form. A Grant Action Notice (GAN) will be issued upon receipt of the budget and request forms. Documentation should be submitted to:

Ms. Dell Alston, Director
Workforce Training & Development Division
Department of Labor & Economic Development
201 North Washington Square
Victor Office Building, 5th Floor
Lansing, Michigan 48913

Requested forms should be submitted electronically to Ms. Pamela Vance at vancep1@michigan.gov.

Inquiries:

Questions regarding this PI should be directed to Ms. Dell Alston at (517) 335-5858, or by e-mail to alstond@michigan.gov.

In accordance with the Americans with Disabilities Act, information contained in this policy issuance will be made available in alternative format (large type, audio tapes, etc.) upon written requests received by this office. It is also available for transmission on the e-mail system. Call Ms. Cynthia Grostick, at (517) 335-5858, for details.

Expiration:

June 30, 2007

BCN:DH:pv
Attachment

APPROVAL REQUEST

1. Michigan Works! Agency	2. MWA No.
3. Plan Title(s)	
4. Plan/Modification Number	5. Program Period

THE CHIEF ELECTED OFFICIAL(S) AND WORKFORCE DEVELOPMENT BOARD HEREBY REQUEST APPROVAL OF THIS DOCUMENT

Authorized Chief Elected Official	Date
Authorized Chief Elected Official	Date
Authorized Chief Elected Official	Date
WDB Chairperson	Date

OWD-166 (4/03)

The Michigan Department of Labor & Economic Growth does not discriminate in employment or in the provision of services based on race, religion, color, national origin, sex, age, disability, political affiliation or belief, and for beneficiaries only, citizenship and participation in grant initiatives, as provided by state and federal law.

CREATING THE 21 st CENTURY WORKFORCE							
BUDGET PLAN							
Budget Summary							
Grant Program Function or Activity	New or Revised Budget						
	Federal - WIA	Federal - Other	Non-Federal	Total			
Total	\$0	\$0	\$0	\$0			
Personnel Budget							
The personnel costs are calculated using the following hours and hourly rates for each staff member.							
Task	Hours						
	Employee	Employee	Employee	Employee	Employee	Employee	Total
Task 1							
Task 2							
Task 3							
Task 4							
Task 5							
Task 6							
Task 7							
Task 8							
Task 9							
Task 10							
Total Hours	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rates							
Total Personnel Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Budget Categories							
Item	Amount						
a. Personnel (from table above)							

b. Fringe Benefits					
c. Travel					
d. Equipment					
e. Supplies & materials					
f. Phone and fax					
g. Postage, overnight mail, shipping					
h. Contractual					
i. Other					
j. Total Direct Charges (sum a-i)	\$0				
k. Indirect Charges					
j. Totals (sum of j and k)	\$0				
Forecasted Cash Needs					
	1 st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
Federal - WIA					
Federal - Other					
Non-Federal					
Total	\$0	\$0	\$0	\$0	\$0
A maximum of ten percent of Workforce Investment Act funding may be utilized for administration.					

21st Century Workforce Planning

PY 2006 (July 1, 2006 - June 30, 2007)

Michigan Works! Agency	Allocation (\$)
Berrien/Cass/Van Buren	50,000
Central Area	50,000
Kalamazoo-St. Joseph	110,000
The Job Force	165,000
Northeast	50,000
Northwest	50,000
Ottawa County	165,000
Region 7B	50,000
South Central	50,000
SEMCA	220,000
Thumb Area	275,000
Washtenaw County	50,000
West Central	50,000
Total	\$1,335,000

DLEG June 27, 2006

FACT SHEET



21st Century Workforce Initiative Fact Sheet

"Creating the 21st Century Workforce: Developing Coordinated Regional Strategies" is a newly launched initiative to transform Michigan into a 21st century global economy.

Why do we need this initiative?

- Michigan is a state in transition.
- Bold steps need to be taken to transform our communities, companies, and ourselves.
- The state, companies, unions, and local leaders need to work collaboratively in new and different ways.
- The initiative will catalyze that collaboration.

What are the goals of the 21st Century Initiative?

- The 21st Century Initiative is a key element of the state's workforce strategy.
- Its overarching purpose is to build strong regional economies in Michigan.
- Three goals of this initiative are to:
 - Prevent Michigan's traditional industries and jobs from leaving the state by adopting a layoff aversion strategy.
 - Support community-led efforts to address plant closings and layoffs through the development of strategies that link workforce and economic development.
 - Create regional workforce development teams to implement these strategies and make a successful transition to new markets, new jobs, and new work skills.

Who is involved in the 21st Century Initiative?

- The state is providing funding to Michigan Works! agencies (MWA) to build regional partnerships that include many stakeholders within regions that are self-defined by the applicants. Thirteen regional partnerships are currently in formation.
 - Stakeholders are diverse and include workforce board chairs and executive directors, community college and public university presidents, K-12 superintendents, economic and community development leadership, culture and arts organizations, early childhood education resource groups, multi-purpose collaborative bodies, and other community-based organizations.
 - Each MWA is eligible for up to \$50,000 of funding, and MWAs that unite with others to form regional partnerships will receive a 10 percent bonus.
- Partnerships will be receiving ongoing technical assistance support from the Department of Labor & Economic Growth, the University of Michigan, and other state agency partners and external organizations.

TALKING POINTS

Talking Points

Purpose of the Initiative

To build strong regional economies through the following activities:

- “Surviving to thriving” (*Layoff Prevention*).
- Community based efforts to address plant closings (*Rapid Response*).
- Provide support for communities in improving their competitive preparedness through the *Business Solutions Professional* training as well as *identifying* growth industries and *developing talent* for these sectors.

Historical Background

The state recognized the need to implement a coordinated regional workforce development strategy to address:

- Current and near future workforce dislocation resulting from restructuring in Michigan’s manufacturing industry and on-going industrial diversification.
- The workforce skills gap resulting from the restructuring of the state manufacturing base and industrial diversification.
- The need for relevant and timely workforce and economic development responses to employer needs in the face of continuously shifting market demands.
- The 21st Century Workforce Initiative provides the state with the opportunity to:
 - Integrate all existing state workforce development initiatives (MiRSAs; MI Opportunity Partnership; 21st Century Workforce Initiative).
 - Stress the importance of a demand-driven system that includes clearly articulated employer services as well as a coordinated approach to working with employers.
 - Align workforce/economic/community development and education/training stakeholders in order to share information and make meaning of changing employer demands for particular occupations and skill sets.
 - Communicate a cohesive, coordinated message about the state’s workforce development strategy.

Goals for Regional Strategies:

- Develop a coordinated approach to working with employers.
- Assess the regional workforce economy, and develop and maintain regional resource/asset mapping.
- Identify and leverage human, physical, and financial assets within regions.
- Facilitate and participate in collaboration and communication from a broad cross-section of regional partners.
- Develop an effective response system to coherently address employer needs and services within each region.
- Define and develop regional layoff response services and coordinate the process for input/output of database information.
- Develop regional lay-off prevention & business enhancement services.
- Develop, attract and retain talent; implement 21st Century Scholarship Program; incorporate Skills Information Model.
- Develop and implement a communications strategy targeted at partners, employers, and the general public.

PRESS RELEASE

News Release



Jennifer M. Granholm, Governor
Robert W. Swanson, Director, Department of Labor & Economic Growth
(517) 373-9280

Contact: **Lori Donlan**
 (517) 373-9280
 www.michigan.gov/dleg
Email: mediainfo@michigan.gov

Governor Granholm Announces More Than \$1.3 Million for Michigan Works! Agencies in New 21st Century Initiative to Promote Regional Economic Growth

JULY 19, 2006 – Governor Jennifer M. Granholm today announced grants totaling more than \$1.3 million for Michigan Works! Agencies to work with local partners to develop regional workforce development strategies.

“In the face of global economic change, this initiative will help Michigan to compete and win in the new marketplace. We are forming partnerships to create new and different ways of strengthening and growing our economy. We are collaborating to build a workforce that can embrace innovation and support the development of new industries,” Granholm said.

This new 21st Century Regional Workforce Planning Grant initiative is an attempt to further promote a regional approach to avert plant closings and worker dislocations and address immediate and long-term workforce needs of employers and workers. The grants will be used for the Michigan Works! Agencies to work with regional partners including local government leaders, labor representatives, business/chamber of commerce leadership, community colleges, ISDs and other education providers, local economic development agencies, and community service agencies.

Examples of how the grants will be used include assisting companies with transition to new markets and products so that they aren’t forced to close their doors, to lay off their workers, and to improve the speed and effectiveness of our responses to layoffs by building coordinated strategies.

Grant recipients will attend a Town Hall Meeting, hosted by the Michigan Department of Labor & Economic Growth, with the theme of "Creating the 21st Century Workforce: Developing Coordinated Regional Strategies," Friday, July 21, 2006, from 9:00 a.m. to 3:00 p.m. The event will be held at Lansing Community College M-TEC facility, located at 5708 Cornerstone Drive, Lansing, Michigan. DLEG Director Robert W. Swanson will give an overview of the Governor's economic development initiatives and panelists will discuss resources available to each of the regions to avert layoffs and to address other sudden changes in workforce. Guest speaker, John Austin of the Center for the Study of Higher & Postsecondary Education at the University of Michigan, will discuss the impact of globalization.

"The 21st Century Initiative is a key element of the state's workforce strategy with the overarching purpose of building strong regional economies in Michigan," "Our key stakeholders will attend the Town Hall meeting to help identify strategies to address regional workforce needs and promote economic growth in their areas."

Three goals of this initiative are to:

- Prevent Michigan's manufacturing industries and jobs from leaving the state by adopting a lay-off aversion strategy.
- Support community-led efforts to address plant closings and lay-offs through the development of strategies that link workforce and economic development.
- Create regional workforce development teams to implement these strategies and make a successful transition to new markets, new jobs, and new work skills.

"Michigan is a state in transition. To successfully transform our state into a 21st Century global economy leader, we must change how we think, work and act. We must take bold steps now to transform our communities, companies and ourselves," DLEG Director Robert W. Swanson said. "This will require the state, companies, unions, and local leaders to work collaboratively in new and different ways to build a workforce that can embrace innovation, support the development of new industries, and strengthen and grow our economy."

LOGO STYLE GUIDELINES

Logo Style Guidelines

The development and implementation of a strong, cohesive communication plan is a key element to the success of the 21st Century Workforce Initiative. This communications strategy will involve educating the public by publicizing the work of the 21st Century Initiative and its economic impact on communities throughout the state. To assist in this effort, the Department of Labor & Economic Growth (DLEG)/Bureau of Workforce Programs (BWP) has created a logo to be used publicly for purposes such as the announcement of regional plans, meetings, and events.

A logo, consistently applied along with certain other graphic elements, serves as an external, visual representation of an organization. It provides a visual identity, which can convey a sense of the initiative's quality and help to increase public awareness of its mission.

The purpose of this guideline is to preserve the graphic standard and style, and to give direction regarding utilization of the logo. The logo should be used "as is" with no changes to the content, graphics, color, and/or text.

The logo will serve the following objectives as each region develops a communications strategy:

- Present a visual icon for the 21st Century Initiative.
- Present a consistent image or "branding" of the 21st Century Initiative statewide.
- Identify the regional partners associated with the Initiative.
- Offer an identifier for all formal communications distributed locally, regionally, and nationally.

Limitations

The 21st Century Brand Logo is reserved for use by the DLEG/BWP, and the 13 Regional Partners of the 21st Century Initiative. Individuals and members outside of this scope **may not** use the brand logo. The only exception is in the case where advance approval is given by the BWP for the logo to be used as official identification for pre-approved events, communications, and/or activities.

Logo Usage

The 21st Century logos will be utilized in all materials that contain reference to - in copy and/or content - the 21st Century Workforce Initiative, including publication and/or service represented by the logo. The logo may appear at the top of the communication piece, either side, or on the page where content applies appropriately. This logo is content descriptive and should *generally* not be used on letterhead, envelopes and other office supplies; however they may be utilized on advertising materials to promote the 21st Century Workforce Initiative.

Incorrect Usage

The logo must be used in its entirety, not separated into component parts, altered in proportion, printed in color combinations other than those outlined in this guide, or otherwise modified. It is vitally important to the 21st Century Workforce Initiative's visual identity efforts that the integrity of the logo design should remain intact. Design features such as screening, re-proportioning, rotating, and/or including the logo, as a part of a pattern or larger image should be avoided. Such uses will tend to diminish the visual strength and undermine the goal of creating a regional "brand" or image.

Contact Information

Should you have questions or concerns regarding the logo usage and style guidelines contact Jeannie Vogel. For general questions regarding the 21st Century Workforce Initiative, contact Richard Niedieck.

** A disc containing the various logos accompanies this document.*

Jeannie Vogel	Marketing Manager	(517) 241-6677	vogelj1@michigan.gov
Richard Niedieck	Workforce Development Spec.	(517) 241-3007	niedieckr@michigan.gov

SECTOR MAPPING

Sector Mapping

Sector mapping is a way for you to identify the key players in your region that may be able to contribute to your initiatives and assist in meeting goals. It is a tool for you to use in sharing your current thinking with your partners, as well as a way to discover potential partners already in existence in your region.

Sector mapping is a work in progress. As you discover more about your region and outline your strategies, the map will change shape. There is no right way to draw the map; it is fluid and subjective to the unique characteristics of your region.

Guidelines for creating sector maps

There are four elements that may assist in the development of your sector map. Each has a set of related questions that can help you obtain further information. You do not need to use all the questions, just those that are relevant to your situation.

➤ The Industry Sector

Think about what you know about the industry sector you have identified.

- Who are the key players?
(*Major businesses, unions, customers, associations or trade groups, others*)
- What are the connections between them?
- What brings them together, if anything?
- What are their business concerns?
- Do you already have a connection with them, perhaps in another capacity?

➤ Workers in the Sector

Think about what you know about how workers move into, within, and out of the sector.

- What kinds of jobs are available in the sector?
- What qualifications do workers need?
- How do employers recruit workers?
- What are the turnover rates? Is this a concern?
- Are there career paths?
- What are the labor issues employers face? How do they think and talk about them?

- Where do you see major bottlenecks for disadvantaged workers? How do they think and talk about them?
- **Workforce Development in the Sector**
Think about the institutions, organizations, and agencies that are involved in preparing, connecting, and training workers in the sector.
 - Who are the key players?
(Educational institutions, One Stops, Job training providers, Unions, Non Profits/Community based Organizations, others)
 - What roles do they or could they play in the sector?
 - Who are already key allies?
 - Who could become key allies?
- **Your Organization**
Think about your organization.
 - How would you describe its position in the sector?
 - How do others view your organization in the sector?
 - What services or competencies do you think you have to offer to the sector?

The sector mapping process is a great starting point for looking closely at your region and identifying what resources you have in place, and possibly finding other ways to use these resources. A strong accompaniment to sector mapping is asset mapping, which takes this process even further.

ASSET MAPPING

Asset Mapping

Asset mapping involves documenting the tangible and intangible resources of a community, viewing it as a place with assets to be preserved and enhanced, not deficits to be remedied. An asset map is an inventory of the strengths and gifts of the people who make up a community. It reveals the assets of the entire community and highlights the interconnections among them, which in turn reveals how to access those assets. This mapping is a critical first step in marshalling the resources that a community can leverage to support integrated workforce and economic development initiatives.

Asset mapping can be a tool at many stages of the community-building process, and involve many different participants. It is particularly useful as a starting point in the process. Once the assets are identified and accessible, a variety of new ideas about directions for community building may follow. As more people come into the process, bringing ideas as well as skills and resources, new approaches to old problems can evolve.

Value of Asset Mapping

- Resource Identification,
- Foundation for Strategic Planning and Implementation.
- Deepened Understanding of Key Regional Systems and Linkages.
- Catalyst for Partnership.
- Motivational Tool for Implementation.

Asset mapping can be implemented at three levels of analytical depth. The appropriate level of depth will depend on the goals of the organization, the available financial and human resources, and time constraints.

Level 1 Asset Identification

This level includes the identification and cataloging of all major assets relevant to regional development, resulting in a comprehensive list of the assets within a geographical border including identifying information about each asset.

Process:

The compilation of the asset inventory should be accomplished by:

- Reviewing previous regional economic reports and profiles.
- Scanning the media and other information sources for current data.
- Obtaining input from local leaders of relevant public, private, academic, and nonprofit entities.

It is recommended that these reviews encompass five to seven year's worth of the region's previous economic studies and reports, allowing for a historical perspective while avoiding duplication.

Level 2 Basic Evaluation

This next level of mapping involves a more detailed assessment of the strengths and weaknesses of assets and identification of gaps in the region. This further research will prepare the review team to fully evaluate the significance and impact of each major type of regional asset.

Process:

- Determine benchmark regions.
- Obtain comparative quantitative data about each asset for region and benchmark regions.
- Conduct interviews with regional leaders to understand satisfaction with assets.

Level 3 Comprehensive Assessment

The goal of this most comprehensive level of mapping is to provide a deeper understanding of the factors that drive the regional economy. Here the focus is on capturing three additional types of data:

- Local leadership perspective on the values of regional assets to their operations.
- The linkages between regional assets.
- The underlying business culture of the local community.

These evaluations will assist regional leaders in developing a strong knowledge base upon which to design or modify a development effort.

Process:

- Conduct surveys of regional business leaders.
- Conduct additional interviews with targeted sources for information about regional, networks and culture, and other qualitative data about assets.
- Review compiled data for completeness and relevance to the goals of the development initiative.

Regardless of what level a region chooses to complete, the asset mapping process should lead to two further action-oriented steps:

- Documenting and Disseminating the Asset Map.
- Launching Regional Development Initiatives.

For more detailed information on asset mapping, please utilize the informative document created by the US Department of Labor, which can be found at:

http://www.doleta.gov/wired/files/Asset_MappingRoadmap.pdf

LABOR MARKET INFORMATION

Labor Market Information (LMI)

LMI is the science of collecting, analyzing, reporting and publishing economic activities to describe and predict the relationship between labor demand and supply. Governments at the federal, state, and local levels also depend on LMI to determine new policies, make monetary decisions, and pass legislation reallocating resources. Although LMI systems differ from state to state, the following data are usually found in state-generated products:

- Labor force and unemployment data.
- Employment data by industry, occupation, and projected employment in these categories.
- Population and related demographic data.
- Local economic trends and characteristics, including cost-of-living information.
- Occupational data by gender and race.
- Occupational wage rates and earnings data by industry and geographical area.

This data can be useful in analyzing the trends of industries, occupations, wage rates, employment, and numerous other economic and workforce indicators, some by specific geographic areas, and others by side-by-side comparisons of regions or occupations. The above data are updated at various intervals, ranging from monthly to every two years depending on the specific items.

Access to all the latest labor market information is available on the new LMI website, www.milmi.org. The site offers a wider range of labor market indicators than ever before. Whether it's information on jobs, unemployment, high demand careers, or wage rates this site provides valuable information on the state job market.

21st Century Workforce Initiative

Labor Market Information Technical Assistance

1. Local Employment Dynamics

- Quarterly Workforce Indicators
 - This program will produce new economic indicators not currently available, at the county or regional level with demographic detail of workers in specific local industries.
 - New economic indicators will include data on jobs created by industry, new hires, turnover rates, average earnings for new hires, and more.
 - Age detail allows for identification of which industries locally are most affected by an aging workforce that has implications for future labor supply.
 - A GIS mapping facility will illustrate the geographic location of the available workforce by industry.

2. Industry Employment Trend Analysis

- Identification of:
 - Local growth and declining industries.
 - Core Export industries.
 - Competitive Advantage industries.
 - High-Growth, High-Wage industries.
 - Location Quotient and Shift-Share analysis.

3. Job Vacancy Survey

- Provides vacancy rates by occupation and industry, as well as information on wages, benefits, full vs. part-time status, and educational requirements for job vacancies

4. County and Regional LMI Data Elements

- Employment and unemployment.
- Job levels by industry.
- Employment forecasts by occupation and industry.
- Wages and earnings by occupation and industry.
- Occupational skills.
- www.michigan.gov/lmi

5. Customized Regional Information

- Information needs of each 21st Century region may be different. The DLEG will attempt to address customized information requests.
 - Example: The DLEG conducted an analysis of EmployOn web job postings for Region 1.

RAPID LAYOFF RESPONSE

Rapid Layoff Response

Overview

The Rapid Response Section of the Michigan Department of Labor & Economic Growth serves as the recipient of plant closing/mass layoff notices required under the federal Worker Adjustment Retraining Notification (WARN) Act.

The Rapid Response Section is required under the federal Workforce Investment Act to respond to WARN notices with an on-site visit to the business, preferably within forty-eight (48) hours. These meetings, termed *Rapid Response Team Meetings*, include members of the Rapid Response Team (RRT) and representatives from the company and union (where employees are covered under a collective bargaining agreement). The RRT is comprised of a workforce consultant from the Rapid Response Section, representative(s) from the local Michigan Works! Agency, and a representative from the Michigan Unemployment Insurance Agency. The Rapid Response Section initiates the activities of the RRT in response to information received concerning a business closing or mass layoff. The RRT works together to assess the situation at the site and devise a plan for delivery of services that will best fit the needs of the affected workers.

The RRT process has four phases, each of which has identifiable roles and responsibilities for its members:

1. Notification and Investigation.
2. Rapid Response Team Meeting (on-site meeting).
3. Project Implementation.
4. Technical Assistance and Information Sharing.

Phase 1: Notification and Investigation

The Rapid Response process begins with notification of an impending mass layoff or facility closure. Upon receipt of notice (e.g., a formal WARN notice, phone call, newspaper article, etc.) in the Rapid Response Section, the event is logged in and assigned to a workforce consultant. The consultant begins a database information sheet that is used to record information about the company and the circumstances surrounding the closure or layoff. The data will later be entered into the section's database.

The workforce consultant contacts the company for general information (number of employees involved, dates of the layoffs, etc.) During this initial contact, the workforce consultant and the employer also determine a mutually agreeable date for a Rapid Response Team Meeting. The workforce consultant then contacts the members of the RRT to confirm the meeting date and to share information about the incident. (If employees are covered by a collective bargaining agreement, the local union officials are also contacted to participate in the meeting.)

When a local Michigan Works! Agency or the Michigan Unemployment Insurance agency learns of an impending layoff or business closure, the Rapid Response Section should be notified immediately. It is recommended that local representatives not conduct meetings with the company or its employees prior to a formal Rapid Response Team meeting. In situations involving fewer than 50 employees, the company will be referred to the local Michigan Works! Agency for assistance.

Phase 2: Rapid Response Team Meeting

This on-site meeting with the employer and union (where present) is a critical event for the RRT, who must provide a professional response to the concerns expressed by the parties involved.

The objectives of the Rapid Response Team Meeting are to:

- Determine the current situation of the employer and employees.
- Obtain information about the characteristics of the workforce (e.g., education level, skill level, barriers to re-employment).
- Determine what services are needed by the employees and what are being offered by the employer (and union, if applicable).
- Provide an overview of available dislocated worker services.
- Provide information on available delivery systems, including Joint Adjustment Committees (JACs), Peer-to-Peer Program, worker orientation (information) meetings, and Michigan Works! One-Stop Service Centers.
- Determine the sources and amounts of funding that are available.
- Determine responsibilities of the parties for carrying out various aspects of the agreed upon adjustment program.
- Determine the extent of community involvement.
- Determine whether a JAC will be formed.

Where there are indications that a closing can be prevented, the workforce consultant can discuss the possibility of a pre-feasibility study to assess the potential for an employee buyout of the company. Depending on the situation, the company may be referred to an account manager in the Michigan Economic Development Corporation who, in conjunction with the local economic development agency, will work with the company to determine what assistance can be provided (job training grants, regulatory assistance, etc.) to keep the facility in operation.

Phase 3: Project Implementation

When the decision is made to provide access to services through worker orientation meetings, the Michigan Works! Agency serves as the coordinator and will arrange for various service providers (within the Michigan Works! system and in the local community) to present information at employee group meetings.

If a decision is made to form a JAC, an informal agreement of the parties involved is drafted, outlining the responsibilities of each. The first task of the JAC is to select a neutral chair. The committee will then begin to identify the specific needs of the workforce, determine what services are currently available, and how to access the services to address those needs. The workforce consultant serves as an ex-officio member whose primary duty is to provide technical assistance to the committee and serve as liaison to federal, state, and local government agencies. The Michigan Works! representative(s) also serves in an ex-officio capacity, providing technical assistance and serving as liaison with local community agencies.

If local formula funding is insufficient to support the level of services deemed necessary for a particular closing or layoff situation, the workforce consultant will assist the Michigan Works! Agency in obtaining additional funds.

Phase 4: Technical Assistance and Information Sharing

Each dislocation event develops its own unique profile that reflects the characteristics of the employees and their work site, as well as the local community's distinctive blend of opportunities and support mechanisms. It is the sum total of these experiences that enables the staff of the Michigan Works! Agencies to develop the skills necessary to ensure that the services delivered will be appropriate for that particular workforce.

Some local Michigan Works! Agencies may have fewer experiences to draw on than others due to fewer dislocation events in a particular area. One of the duties of the Rapid Response Section workforce consultant is to disseminate to local Michigan Works! Agency staff the lessons learned and experiences gained at dislocation event sites throughout the state. The workforce consultants are encouraged to meet regularly with their local partners to exchange information. Statewide training sessions are periodically held to provide Rapid Response Team members with an opportunity to discuss issues of common interest and share experiences.

Conclusion

This overview outlines Michigan's overall approach to coordinating assistance to dislocated workers. The Rapid Response Team process involves a unique mix of state agencies and local service providers, together with the private sector and organized labor. The goal of all concerned parties is to provide the emotional support, financial, and technical assistance that will enable dislocated workers to make a successful transition to new employment. With the input and support of all parties involved, this process is helping Michigan administer one of the best dislocated worker programs in the country.

SURVIVING TO THRIVING

Michigan Manufacturing Technology Center

University of Michigan Economic Recovery Programs

**South Central Michigan Works!/Michigan State
University
Business Solutions Professional Training**

Michigan Manufacturing Technology Center (MMTC)

The MMTC can provide training and consulting assistance to Michigan manufacturers adversely affected by the current economic environment and cutbacks from their major customers. As part of the program grant funded by the Michigan Department of Labor & Economic Growth, up to 75 percent of the costs for training and consulting assistance may be paid by grant funds.

Qualification Requirements:

- **A Michigan manufacturer committed to remaining in Michigan.**
- **Currently experiencing declining sales or have a clear indication that sales will be declining.**
- **Management commitment to sponsoring change and willingness to allocate necessary resources.**
- **50 to 500 employees at Michigan facilities.**
- **Share two years of financial data.**

Process:

- **Initial Evaluation:** Completion of necessary questionnaires and Benchmarking Survey, and a review of last two years of financial information will be used to determine need.
- **Assessment:** MMTC will identify strengths and weaknesses, analyze the organization's readiness for change, and investigate customer relations including profitability by customers.
- **Assistance:** Process improvements include:
 - Identifying new markets and customer targets.
 - Creating market tools and sales plans.
 - Meeting applicable quality or environmental standards.
 - Improving responsiveness through LEAN techniques on both the shop floor and in the office.
 - Solving problems that create waste of time or material through the use of Six Sigma techniques.
 - Organizational structure and related issues.

The top three executives from each participant will attend a three-day workshop focused on establishing needs and opportunities for change within the organization. This workshop will be used to determine new market strategies, identify needed improvements, and develop a 19-month implementation plan. For further information, please visit www.mmtc.org. or contact Mike Vincent at (743) 451-4203, mvincent@mmtc.org

University of Michigan Economic Recovery Programs

The University of Michigan is implementing three unique programs aimed at strengthening and improving struggling manufacturing businesses, identifying future job growth, and assisting the community after a business closing.

Automotive Manufacturing Assistance Program (AMAP)

The goal is to assist Michigan automotive suppliers in adjusting to change in their industry.

- Phase 1: (*1 week*) At no cost to the firm, this program will compile and assess their data for the last two years.
- Phase 2: (*2-6 weeks*) AMAP project managers and the firm work together to develop a realistic strategy and actionable plan for adjustment. *The AMAP pays 75 percent of these costs.*
- Phase 3: (*1 year*) AMAP assists the firm in selection of outside professional(s) to implementation of developed plan, as well as monitoring progress. *The AMAP pays up to 50 percent of the fee per project.*

Growth Sector Analysis: Jobs of the Future

A two-part process, intended to identify industries that have future growth potential throughout the nation, and how these findings apply in Michigan.

- Part 1: Examine large data pool throughout the nation, analyzing industries within identified growth/decline sectors; as well as completing trend analysis.
- Part 2: Identify Michigan companies that fall into national growth sectors, completing analysis of these companies which classifies key components that are applicable to scope of Michigan. This research will facilitate the development of workforce training and curriculum, as well as effective job placement mechanisms, and assessment of existing skill set.

Plant Closing Community Assistance Program

This two part process works to offer an “early warning” to staff and support systems, as well as providing a response process for an actual closing.

- *Early Warning System Process:* Identification of “at-risk” areas through continuous monitoring and economic trend analysis, with referrals to AMAP, if applicable, and notification to appropriate responders at the local, state, and federal levels.

- *Automotive Plant Closing Response Process:* Upon announcement of plant closure, this program engages the appropriate local, state, and federal response networks, assists in assembling a community strategy team and in developing and implementation a strategic plan, and monitoring the performance metrics of the interventions.

For more information, please contact Larry Molnar at (734) 998-6239 or kallen@umich.edu.

South Central Michigan Works!/Michigan State University Business Solutions Professional Training and Technical Assistance

Business Solutions Professional Certification:

The Michigan Department of Labor & Economic Growth in partnership South Central Michigan Works! (SCMW) have contracted with Michigan State University to develop the Business Solutions Professional Training Certification. Under this agreement the following services are provided to participating Michigan Workforce Development Areas and their Economic Development and Education Partners.

➤ **System Preparation:**

On-site visits are conducted with key decision makers to assist in the alignment of their workforce development systems to assure successful project outcomes. Visits may include one-day orientation sessions for area partners to prepare them to deliver the objectives of the 21st Century business solutions.

➤ **Student Training:**

Business Solutions Professional Training is a combination of classroom, internet based, and in the field work assignments. Training and classroom materials are covered along with lodging, and meals.

➤ **Technical Assistance:**

Prior to, during, and after completion of training, South Central Michigan Works! and Michigan State University are committed to provide on-going technical assistance to the graduates and their respective workforce development areas and partners. Past practice has demonstrated that on-going technical assistance in the real life situations will assure better outcomes for the student when faced with challenges encountered in the field. Assistance can be via telephone or accomplished with on-site visits with the Business Solutions Professional.

21st Century Partners:

South Central Michigan Works! collaborates with the 21st Century Technical Partners, University of Michigan, and Michigan Manufactures Training Center to create opportunities to connect them with potential Business Solutions Partners and employer customers in need of assistance provided through the 21st Century Regional Planning Initiative.

For further information, please contact Jim Lautenschleger at (269) 501-1486 or jlauten@scmw.org

INDEX

Sources of Additional Information

Berrien Cass Van Buren MWA:

<http://www.miworks.org>

Calhoun ISD MWA/Kalamazoo –St. Joseph MWA:

<http://www.calhounisd.org/wrkforceteam.htm>

Central Area Michigan Works! Consortium (CAMWC):

<http://www.eightcap.org/default.asp?pageid=174>

DLEG Workforce Programs Layoff Aversion Assistance Under the Workforce Investment Act (WIA):

http://www.michigan.gov/mdcd/0,1607,7-122-1678_2665-5968--,00.html

Michigan Department of Labor & Economic Growth (DLEG):

<http://michigan.gov/dleg>

Michigan Economic Development Corporation (MEDC):

<http://www.michigan.gov/medc>

Michigan Labor Market Information (LMI):

<http://www.michigan.gov/lmi>

Michigan Manufacturing Technology Center (MMTC):

<http://www.mmtc.org>

Michigan Opportunity Partnership:

<http://www.michigan.gov/miop>

Michigan Regional Skills Alliances (MiRSA):

<http://michigan.gov/rsa>

Michigan Works! The Job Force Board/ Six County Employment Council:

www.jobforce.org

Northeast Michigan Consortium MWA:

<http://www.miworks-nemc.gen.mi.us/index.html>

Northwest Michigan Council of Governments, MWA:

<http://www.nwm.org>

Ottawa County MWA/ Community Action Agency:

<http://www.miottawa.org/michiganworks>

Region 7B, Employment & Training Consortium, MWA:

<http://www.michworks4u.org>

South Central Michigan Works! (SCMW):

<http://www.scmw.org>

Southeast Michigan Community Alliance (SEMCA) MWA:

<http://www.semca.org>

Thumb Area Employment Training Consortium

<http://www.thumbworks.org>

University of Michigan, Great Lakes Trade Adjustment Center:

<http://www.state.outreach.umich.edu/cgi-bin/urel/viewitem?115>

U.S. Department of Agriculture Rural Business Cooperative Service:

<http://www.rurdev.usda.gov/mi>

USDOL/ETA Training and Employment Guidance Letter NO. 18-05 Using Workforce Investment Act Funds to Serve Incumbent Workers and Unemployed Workers:

http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2198

USDOL – Asset Mapping Information

http://www.doleta.gov/wired/files/Asset_MappingRoadmap.pdf

USDOL Layoff Aversion Guidebook Summary:

<http://www.nelp.org/docuploads/LayoffAversionSummary1%2Epdf>

WARN Notices:

<http://www.michlmi.org/LMI/warn/warnpage.html>

Washtenaw County MWA/ Employment Training and Community Services Group:

<http://www.ewashtenaw.org/government/departments/etcs>

West Central MWA:

<http://www.michworkswc.org>

Acronyms and Abbreviations

A:

AMAP – Automotive Manufacturing Assistance Program

B:

BEST – Business Enhancement Solutions and Training

BSP – Business Solutions Professional

BWP – Bureau of Workforce Programs

C:

CAMWC – Central Area Michigan Works! Consortium

D:

DLEG - Department of Labor & Economic Growth

G:

GLTAAC – Great Lakes Trade Adjustment Assistance Center

I:

ISD – Intermediate School District

J:

JAC – Joint Adjustment Committee

L:

LMI – Labor Market Information

M:

MEDC- Michigan Economic Development Corporation

MiOP – Michigan Opportunity Partnership

MiRSA – Michigan Regional Skills Alliances

MMTC – Michigan Manufacturing Technology Center

MRS – Michigan Rehabilitation Services

MWA - Michigan Works! Agency

R:

RFP – Request for Proposal

RR - Rapid Response

RRT – Rapid Response Team

RSA – Regional Skills Alliances

S:

SCMW – South Central Michigan Works!

SEMCA – Southeast Michigan Community Alliance/Michigan Works!

SEMCOG - Southeast Michigan Council of Governments

U:

UPEDA – Upper Peninsula Economic Development Alliance

W:

WARN – Worker Adjustment Retraining Notification Act

WIRED – Workforce Innovation in Regional Economic Development